

LEAN GOVERNMENT EXCHANGE



June 9-11, 2009

Des Moines, IA

at the State Historical Building

A dynamic, best practice process improvement conference focused on implementing Lean in government

Attend this comprehensive event to learn:

How to apply Lean to eliminate waste, standardize workflow, reduce backlogs and decrease process complexity

The 3 myths that keep government from radically improving

How to be a Lean Leader and foster a Lean culture transformation

How to sustain the gains of Lean deployment

How to deploy different Lean models and the factors of success

How to intuitively see the 80% improvement opportunity in any process

How to create strategic alignment through policy deployment

In Partnership With:



Lean Enterprise Institute
lean.org

THE CENTER FOR
RADICAL IMPROVEMENT



This learning opportunity is brought to you by the State of Iowa.

agenda

June 9, 2009

Welcome to this Lean Learning and Networking Opportunity for Government!

- 7:30 - 8:30 **Registration**
- 8:30 - 9:00 **Welcome & Introductions**
- 9:00 - 10:00 **Working for Quality of Life**

We are inviting a Governor to kick-off the Lean Exchange with an exciting presentation about working for some of the most important outcomes in the country. These outcomes are not measured in dollars but are the amazing outcomes that government has to achieve in working to improve the quality of life for every citizen.

Governor, TBD

- 10:00 - 10:15 **Break**
- 10:15 - 11:30

Keynote: The Good, the Bad and the Ugly of Lean

This keynote will provide solutions to overcome the key failures of sustainable Lean success. You will hear from an expert in the field who has been in the trenches and worked on the front lines. This presentation will cover how to avoid key pitfalls and what do if a Lean implementation goes wrong.

*Jamie Flinchbaugh, Founder and Partner
Lean Learning Center*



“Government is a bunch of hard working people trapped in dysfunctional systems producing invisible things for people who do not want them, on behalf of others that do, for reasons we care barely articulate and hardly measure.”

*Ken Miller, Author of [We Don't Make Widgets](#),
Founder, The Change and Innovation Agency*

Who Should Attend

- **Directors**
- **Analysts**
- **Process Improvement Managers**
- **Project Managers**
- **Program Managers**
- **Branch Chiefs**
- **Lean Implementers**
- **HR Managers**
- **IT Managers**



Track One: Principles (Full Afternoon Session)

12:30 - 4:30

We Don't Make Widgets

The pressure on government to improve has never been greater; whether it's to cut costs, do more with less or be more customer-focused. Compounding the problem is the phenomenal success the private sector has had meeting these same challenges. Clearly we must be defective. Wrong. Rather, government managers are blinded by 3 myths that keep them from radically improving:

We Don't Make Widgets - All that quality and customer satisfaction stuff is easy in manufacturing but what we do is squishy and intangible, therefore it's hard to measure and even harder to improve.

We Don't Have Customers - We have hostages. They didn't choose us, they don't want to come back, and it doesn't really matter if they are happy or not.

We're Not Here to Make a Profit - With no bottom line there is no incentive to improve and in fact we are often punished for being more efficient.

These myths feed the greatest myth of all: *we're different*. Rather than learning from the improvement techniques that are transforming organizations outside of government, we continually turn to the same playbook - another blue ribbon commission, a different strategic planning model, a new performance appraisal form - in hopes that this time they'll actually work. **There is a better way...**

In this engaging presentation, participants will learn the techniques to clear these mental hurdles allowing them to make their departments, agencies and programs better, faster, and cheaper.

*Ken Miller, Author of We Don't Make Widgets
Founder, Change & innovation Agency*

Track Two: Culture

12:30 Lean Leaders & Lean Culture Transformation

What does it mean to be a Lean Leader? What does a Lean culture look like and what does it take to build one? In this session you will learn the steps you need to take to be a Lean Leader. You will also learn different approaches for changing the culture of your organization.

*Michael Serena Ed.D.
Managing Director Worldwide and Partner, TBM Institute*

1:30 Sustaining Momentum through Leadership Changes

Your governor, agency director or mayor is on board and supporting Lean. What happens when there is a turnover? Learn how the Minnesota Pollution Control Agency successfully transitioned and kept moving forward. In this eye-opening presentation, Jim Warner will show you how their organization was able to keep their Lean program moving in the right direction despite a change in leadership.

Jim Warner, Director, Data and Performance Management Division, Minnesota Pollution Control Agency

2:30 Break

2:45 How to Scope a Lean Event

In order for a Lean Event to be successful you must develop the appropriate plan for moving forward. This presentation will show you how to keep from biting off more than you can chew while providing you with the tools necessary to effectively scope a Lean Event.

*Brent Jameson, Director of Business Development,
Guidon Performance Solutions, LLC*

3:45 Using A3 to Develop a Lean Culture

A3 is a PDCA format used for problem solving. Learn why and how A3 can be used for creating a Lean culture in your organization through mentoring.

Les Sutherland, U.S. Department of Housing and Urban Development



Networking Reception at the State Capitol Rotunda

Join your colleagues for a networking reception at the State Capitol Rotunda on June 9 from 5:00 - 7:00.

7:30 - 8:30

Registration

8:30 - 10:00

Panel Discussion: Supporting Your Lean Journey - Building Internal Capacity

Which comes first, experience or training? This panel will discuss approaches to building internal capacity and will show you the inside track for building an effective Lean team. This will be a great opportunity to interact with leaders in the field who have tremendous experience fostering a Lean culture of success through project team building.



Elaine Crandall, County of Ventura, CA
Dean Bliss, Lean Improvement Specialist, Iowa Health System
*Walter Lowell, State of Maine**

10:00 - 10:15

Break

10:15 - 11:15

Lean Deployment Models and Success Factors

If you are looking to learn the different models of Lean deployment and what it takes to be successful, then look no further. Robin Gates, an experienced public and private sector executive, will show you how to apply deployment organization models and align those models with organizational goals. He will also provide tools for strategic project selection, deployment mechanics, communication strategies and change management. This session will show you various approaches for making your Lean implementation plan a reality.

Robin Gates, Management Consultant, Former VP of Performance Improvement, Alliant Energy

11:15 - 12:15

Role of Communication - Building Organizational Awareness and Support

Building organizational awareness and support is a long-term, critical step in successful Lean implementation and is something that doesn't happen overnight. There are many steps you can take to make sure that your Lean implementation is recognized and supported by the critical players in your organization. Learn first-hand insight on how the state of Minnesota successfully addressed this challenge.

Tom Baumann, Continuous Improvement Program Leader, Minnesota Department of Administration



12:15 - 1:15

Lunch

1:15 - 4:30

Mini Workshops (3 to choose from)

Better, Faster Cheaper

Elected officials, government executives and agency management must continue to search for solutions to make government more effective and efficient. Unfortunately in their attempts for quick fixes they keep trotting out the same blue ribbon commissions, government reform initiatives and expensive third party studies that rarely lead to dramatic improvement and barely leave a mark on the culture they are trying to change.

There is hope, once we recognize operations cannot be improved from 30,000 feet in the air. Government improvement is a ground war, won in the trenches. The key is to unlock the potential of the people who know best what is really going on. The good news is that in most cases, managers can achieve radically better results simply by applying the techniques for process improvement taught in this workshop. In this engaging session, you will learn strategies for making government operations work 50% better and 80% faster at significantly less cost.

*Ken Miller, Author, We Don't Make Widgets
Founder, Change & Innovation Agency*

“If you can’t describe what you are doing as a process, you don’t know what you’re doing.”

- W. Edwards Deming

Creating Strategic Alignment through Policy Deployment

Hoshin Planning is a systematic planning methodology that will help you define long-range objectives that are critical to your organization. Utilizing Hoshin Planning is a two-fold approach, it helps you develop a plan to reach long-range objectives while taking into account short-term measures that are imperative to everyday operations. Overall, Hoshin Planning allows everyone in an organization to embrace a common goal while setting the right objectives, focus, changes and continuous improvement strategies to satisfy your vision. This session will teach you how to implement a Hoshin Planning model in a government setting that will allow you to create strategic alignment through effective policy deployment.

Jeff Ruiter, Director of BPO Service Delivery, EDS/HP

Ann Hogle, Management Analyst, Iowa Veterans Home

Jim Elliott, Performance Improvement Director, Iowa Veterans Home

Bill Gardam, Division Administrator, Division of Results Based Accountability, Iowa Department of Human Services

Standard Work for Leaders, Supervisors and Managers

As leaders, supervisors and managers, we need to be able to identify a problem effectively and know how to tackle it head on. Often times we will put our front-line personnel on a process improvement project and develop a new process and standard of work, but we don't have a plan for exactly what people are supposed to be doing and better yet, how to ensure that the standard of work is being followed. When new performance work standards are created, what do you have to do as a leader to help your team meet those requirements? This session will introduce the Performance Management Cycle and will teach organizational leaders how to set a standard of work that promotes continuous improvement and organizational excellence.

Rhonda Showman, Pella Corp.

agenda

June 11, 2009

7:00 - 8:30

ECOS Meeting (An Invitation Only Meeting for the Environmental Council of the States)

8:30 - 10:00

Sustaining the Gains - How to Maintain Momentum and Ensure Lasting Change

So you've heard a ton of tips, tools and techniques on how to implement Lean in government. What comes next? This session will show you what to do after your implementation is a reality and off the ground. Rick and Tim from PDG will show you how to maintain the momentum of your Lean deployment and ensure lasting change.

Rick Brimeyer and Tim Gaul, PDG

10:00 - 10:15

Break

10:15 - 11:00

A Vision for the Future - Evolution of Lean in Federal and State Government

In this session you will hear from two individuals who have transformed their organizations by using the principles of Lean, both in the State of Iowa and in the Department of Housing and Urban Development..

As the concluding session for this conference, Teresa and Lori will show you where we go from here and provide a Lean government vision for the future.

Teresa Hay McMahon, Performance Results Director

Iowa Department of Management

Lori Michalski, Director, Policy, Planning and Analysis Division

U.S. Department of Housing and Urban Development

*denotes speaker is invited



“Insanity is doing the same thing over and over again, and expecting different results.”

- Albert Einstein



speakers

Jamie Flinchbaugh

Jamie Flinchbaugh is a founder and partner of the Lean Learning Center in Novi, Michigan, and the co-author of *The Hitchhiker's Guide to Lean: Lessons from the Road*. He shares his successful and varied experience of Lean transformation as a practitioner and leader through companies such as Chrysler and DTE Energy. He also has a wide range of practical experience in industrial operations, including production, maintenance, material control, product development, and manufacturing engineering. Jamie is a graduate fellow of the highly regarded Leaders Manufacturing Program at the Massachusetts Institute of Technology, where his research thesis was on implementing Lean manufacturing through factory design. He also holds a B.S. in Engineering from Lehigh University in Bethlehem, PA and an M.S. in Engineering from the University of Michigan. In 2006, Crain's Detroit 40 Under 40 recognized Jamie for his accomplishments.

Ken Miller

Ken Miller is the founder of the Change & Innovation Agency, a firm dedicated to helping its clients radically improve. As Deputy Director of the Missouri Department of Revenue he led the effort to transform a government agency responsible for collecting taxes and licensing cars and drivers into a State Quality Award Winner - one of only a handful of government agencies in the country to receive such a distinction. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an "A" grade from Governing Magazine for Managing for Results. Ken was also named one of the country's top change agents by Fast Company Magazine (by a judging panel that included Tom Peters). Ken is the author of *The Change Agent's Guide to Radical Improvement* and *We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving*.

Michael Serena Ed.D.

Mike Serena has been with TBM for over 15 years and has held positions of Director of Consulting, Managing Director of UK and France operations as well as heading up International TBM Institute operations. A partner with TBM since 2002 and a former educational psychologist, Mike is recognized for his expertise regarding site and corporate cultural transition, customized training solutions, management development, new product/process launches and has lived and worked in the U.S., Europe, Japan and India. Mike was a tenured professor of educational psychology at Miami Dade University, conducting research in artificial intelligence. He began his industrial career in 1981 with Nissan Motor Manufacturing supporting their site launch and becoming a plant operations manager and an expert in lean principles. During that time, Mike trained and lived in Japan studying both the culture and lean applications. Mike has worked as a lead consultant with international companies such as Maytag, Enpro Industries, Unipart, Amana, Vermeer, Hubble, Special Metals, Halliburton, Gokaldas-India and Pella Corporation and it's acquisitions since joining TBM in 1994. Mike has a degree in industrial psychology from The Ohio State University, a masters in educational psychology, plus a doctorate in educational psychology and statistical analysis from the University of Tennessee.

Jim Warner

Jim Warner is currently the Director of the Data and Performance Management Division of the Minnesota Pollution Control Agency (MPCA). This division is responsible for leading the agency to enhance its data accessibility and usefulness, internally and externally as well as organizational improvement focused on operations and business processes using Lean and Six Sigma tools. Previously, Jim served as the Division Director for environmental regulatory activities for facilities in the state of Minnesota and prior to that he held several management and supervisory positions at the MPCA including managing the Superfund Cleanup Program and Solid Waste Regulatory Management Program. Jim received a B.S. in Civil Engineering from California State University, Long Beach and and M.S. in Civil Engineering at the University of Minnesota. He is also a Certified Six Sigma Black Belt from the University of Minnesota.

Brent Jameson

Brent Jameson is the Director of Business Development of Guidon Performance Solutions, LLC. Brent has over 20 years of real-world IT management and business experience in service organizations. Prior to joining Guidon, Brent was Vice President of Information Technology at Nambe Mills, Inc., a world-class manufacturer, retailer and distributor of high-end tableware and accessories. While there, he was responsible for the customized development of many systems and more importantly, the development of an IT organization that was able to operate as a profit center vs. the typical expense center. He also helped the company migrate Kaizen and Lean thinking from the manufacturing area to front and back office operations. As a Senior Management Consultant, Brent has done extensive work in many state and local government agencies applying Lean Sigma tools and methodology. Brent is a graduate of Texas State with a degree in computer science.

speakers

Les Sutherland

Les Sutherland is currently working with the Department of Housing and Urban Development on Lean Transformation. Mr. Sutherland was one of the founding members of the Ford Production System Team responsible for design, development, and deployment of Lean system methods across Ford global operations. Mr. Sutherland was an early adopter of the movement of Lean from a shop floor discipline to a Transactional/Office Environment. Lester has developed extensive training for office disciplines and trained the staffs of Human Resource, Finance/Controller, New Product Development, Customer Business Groups and Operations and Quality for firms across Europe, Asian and the United States. Mr. Sutherland has the distinction of being among an elite group of Lean Leaders that have actually worked their way from a production hourly employee to senior management. Lester is a PhD student at Wayne State University and is an adjunct professor at Cleary University and Eastern Michigan University.

Elaine Crandall

Elaine Crandall is the Deputy Executive Officer for the County of Ventura, California. She manages the County's "Transformation Office" which is the central office for the County-wide Lean Six Sigma "Service Excellence Program". She brings over 20 years of management experience from the private sector including leadership positions in aerospace manufacturing, infrared technology research and development, and 11 years with a private non-profit. In 2005, Elaine began the process of merging her private sector experience with public service when she joined the County of Ventura, serving first as the Executive Director of the Workforce Investment Board. Elaine holds a Bachelors Degree from Pepperdine University and a Masters Degree from California Lutheran University. She recently completed her Black Belt training in Lean Six Sigma with Kent State University.

Dean Bliss

Dean Bliss is a Lean Improvement Specialist for the Iowa Health System (IHS) in Cedar Rapids, Iowa. Dean is responsible for leading the Lean management process for the system and affiliated organizations. He is an original member of the Iowa Healthcare Collaborative's Lean workgroup, which has conducted statewide Lean healthcare conferences and Lean learning opportunities since 2005. Dean joined IHS in May, 2005 after a 25-year career at Rockwell Collins, an aerospace and communications electronics company. In addition to his Lean knowledge, Dean gained experience at Rockwell Collins in areas including Finance, Human Resources, Information Technology, and Facilities Management. Dean has BS degree in Business Administration from Iowa State University. He has spoken at numerous Lean conferences and seminars through the country.

Robin Gates

Robin Gates is a management consultant focused on helping organizations achieve success through systematic process improvement. He works with government, non-profit and private sector clients. He has held executive positions in both the public and private sectors. Most recently he was the Vice President - Performance improvement for Alliant Energy. At Alliant Energy he led a three-year Lean Six Sigma deployment. He was also responsible for corporate-wide project management, performance measurement and executive performance contracting. His previous assignment with Alliant Energy was as Managing Director - Budgeting, Facilities, and Supply Chain. Prior to joining Alliant Energy in 1999, he held several senior executive positions in Wisconsin State government. These included Deputy Secretary for the Department of Workforce Development, State Purchasing Director, administrator for several large shared services divisions and Executive Budget Team Leader. Robin has a Master's Degree from the La Follette School of Public Affairs at the University of Wisconsin - Madison.

Tom Baumann

Tom Baumann is the Director of the state of Minnesota's Office of Continuous Improvement. Initiated in January 2008, the goal of this Office is to introduce, support and sustain continuous process improvement efforts within all cabinet-level state agencies. Tom has worked for Minnesota state government for more than 33 years as a program specialist, supervisor, manager and senior manager. Tom was also the Communications Director for the Minnesota Department of Natural Resources. He has extensive experience in strategic communication planning and implementation.

Jeff Ruiter

Jeff Ruiter is the Director of BPO Service Delivery for EDS/HP. He has 16 years of Lean and Six Sigma experience, 23 years of manufacturing, business and leadership experience and 12 years of Hoshin Planning leadership and consulting experience. He has been involved in Lean and Six Sigma activities with light manufacturing, heavy manufacturing, engineering, new product design and development, automotive, IT development, data center management, server application and computer applications.

Jim Elliott

Jim Elliott is the Performance Improvement Director for the Iowa Veterans Home. The Veterans Home has served military veterans and their spouses who are in need of long term care or residential care since 1887. The Iowa Veterans Home is one of the lead agencies in the state of Iowa's Lean improvement initiative that began as a cooperative with the Iowa Business Council. Jim has worked for Iowa state government for more than 29 years as a social worker, supervisor, manager and senior manager. He has experience in strategic planning and implementation and is learning new lessons everyday in his journey in Lean improvement and the Kaizen methodology.

speakers

Bill Gardam

Bill Gardam is currently the Division Administrator of the Division of Results Based Accountability for the Iowa Department of Human Services. He is responsible for the bureaus of human resources, research and statistics, quality assurance and improvement, quality control and management evaluation and disaster preparedness and response. Prior to his current position, Mr. Gardam was the Regional Administrator for the Iowa Department of Human Services and before that the Executive Director of the Georgia Children's Home. He has held numerous other executive-level positions in the healthcare industry. He received a B.A. from New England College and an M.B.A. from Wagner College.

Ann Hogle

Ann Hogle is a management analyst at the Iowa Veterans Home in the Performance Improvement Department. Ann's work with continuous improvement started for the state as an Iowa Excellence Examiner seven years ago. For the past 11 years she has served the residents of the Veterans Home looking for ways to improve processes. Ann has over three years experience leading Kaizen events and Kaizen design events at IVH and throughout the state.

Rhonda Showman

Rhonda Showman is the Business Process Kaizen Manager for Pella Corporation. Pella Corporation introduced the Kaizen methodology in 1993 and since that time has conducted more than 10,000 Kaizen events that involved more than 64,000 team members. During her 15 year career with Pella, Rhonda has managed both manufacturing and administrative teams. Rhonda has a B.A. in Business Administration from Central College in Pella, Iowa.

Rick Brimeyer

Rick joined PDG in 2008 as the Iowa Division Manager. Prior to joining PDG, Rick enjoyed a 25-year career at Sauer-Danfoss. Rick's career includes more than 20 years in leadership positions in engineering, operations and continuous improvement. Rick's accomplishments in engineering include leading the development of two new products in record time, which accounted for over \$30M in sales in 2007. He has served as production manager for union and non-union factories in Iowa and Illinois, with responsibility for as many as 300 employees. His real passion, which he brings to PDG, involves continuous improvement. While at Sauer-Danfoss, he served as the Six Sigma Master Black Belt for the company's North American plants and was the lead lean practitioner for the North American Propel division. While in the latter position, he guided a \$13M value stream to world class metrics of 100 percent on-time delivery, 280 defects per million at the customers' assembly lines (99.972 percent good), and 35+ inventory turns. He has created and delivered several training courses, and thoroughly enjoys helping adults learn and apply new knowledge.

Tim Gaul

Tim joined the PDG Iowa division in 2008 as a consultant supporting businesses within central Iowa. After graduating from UNI, Tim began his work in industry at Union Carbide in Red Oak as a Quality Control Engineer. He moved to Ames in 1986 and enjoyed a 22-year career at Hach Company, a worldwide leader in the design and manufacture of systems for water analysis and wastewater. Tim's career includes more than 14 years in leadership positions. Most recently, he led the relocation of a production facility from Indiana to Iowa, then managed the operations for 5 years saving \$2 million in operation costs and reducing inventory by 50% while achieving 95% on time delivery to customers. During his 5 years in HR and Organizational Training, Tim led the transition from traditional management to a team-based organizational structure.

Lori Michalski

Lori Michalski works for the Department of Housing and Urban Development as the Director, Office of Policy, Planning and Analysis Division. Ms. Michalski has worked for HUD for five years in a variety of positions. In her current position, Ms. Michalski is responsible for the establishment of a quality organization in HUD, promoting the use of Lean Methodology and workflow automation as continuous improvement techniques. Ms. Michalski previously worked as a Management and Program Analyst for the Office of the Inspector General for the Department of Transportation (DOT) and in the U.S. Postal Service (USPS) as Marketing Analyst and Operations Specialist. Having worked in the USPS for almost 10 years, her responsibilities covered a variety of assignments, from marketing to retail to operations. Ms. Michalski holds a Bachelor of Arts in Accounting from Strayer University in Virginia and graduated with honors as Summa Cum Laude.

Teresa Hay McMahon

Since 2007, Teresa Hay McMahon has served as Performance Results Director of the Iowa Department of Management. She is responsible for performance management in the executive branch of Iowa state government, including implementing Lean, enterprise strategic planning, performance audits and organizational development. For eight years she served as Special Assistant to the Director of the Iowa Department of Natural Resources in the area of Policy and Organizational Performance. Her responsibilities included implementing Lean in the DNR, strategic deployment, and conducting the Baldrige Assessment for Performance Excellence. Since 2005, as part of the Iowa Department of Management, she implemented Lean throughout the executive branch of state government and established the Office of Lean Enterprise. She also taught Environmental Policy in a graduate college at the University of Iowa.